Kings Health Region

"Partners in Our Community"

Annual Report 2003-2004

Prince Edward Island
Health and Community
Services System

Contents

Kings Health Region Overview 1

Board Members 2

Chair's Report 4

Chief Executive Officer's Report 10

Medical Director's Report 15

Organizational Chart 17

Long-term Service Awards 18

Acute and Continuing Care Services 20

Acute Care 20
Long-term Care 25
Home Care and Support 28

Community Services 32

Eastern Kings Family Health Centre 32
Community Health Centre 34
Nutrition 35
Public Health Program 36
Health Promotion 40
Diabetes Program 42
Speech Language Pathology 43
Occupational Therapy 46
Mental Health and Addiction 47

Preschool Assessment Team 50
Physiotherapy 51
Early Intervention and Support Services 52

Child and Family Services 55
Child Protection Team 55
Social Assistance Team 56
Employment Enhancement Program 58
Disability Support Program 61
Daycare Subsidy Program 62

Housing Services 64
Seniors Housing Program 64
Seniors Emergency Home Repair Program 65
Family Housing 65
Community-Care Facilities 65
Social Housing, Rural Housing and Rural Community Housing 65

Appendix A
Financial Statements

105-02731/

Kings Health Region Overview

An amendment to the *Health and Community Services Act Regional Authorities Regulations* created the Kings Health Region on November 9, 2002.

The Regional Board includes a combination of elected and appointed members, accountable to the Minister of Health and Social Services. The Kings Health Board is responsible for setting and monitoring the policies that guide the organization. It must ensure all services delivered are accessible and adequate by having these services delivered at the local level. It must seek to match the services to needs of local residents in the region and it must seek advice of residents on their needs and the effectiveness of services and programs.

The mission of the Kings Health Region is to provide leadership to support, promote and encourage individuals, families and communities to attain and maintain their best possible health and well being.

The mission of the Kings Health Region is to provide leadership to support, promote and encourage individuals, families and communities to attain and maintain their best possible health and well being.

The core health services managed by the Kings Health Board include the Kings County Memorial Hospital and the Souris Hospital, Riverview and Colville manors, Seniors and Family Housing, Home Care and Support Services, Child and Family Services, Mental Health and Addictions Services, the Family Health Centre in Souris, and the Community Health Centre in Montague. The Family Health Centre includes physicians, public health nursing and the Diabetes program. The Community Health Centre in Montague includes public health nursing, nutrition, occupational therapy, physiotherapy, speech pathology and social work.

Board Members

The Kings Health Region Board consists of members of our local community who offer expertise through their experience as community representatives, as well as their occupational background and community involvement. The current members of the Kings Health Region Board include:

Mr. Michael Gallant, Chair (Georgetown)
Mr. Gallant works with PEI Parks East. He is active in community organizations, locally and provincially, and was the Chair of the former Southern Kings Health Board for over six years. He is also Mayor of Georgetown.

Tom Carver, Board Member (Alliston)
Mr. Carver operates a private business. He is the owner of Thomas Carver Ltd. which is a trucking and construction business. He served on the former Southern Kings Health Board since its inception in 1994.

Sherry Kascmarik, Board Member (Glenwilliam)
Ms. Kacsmarik operates a private business and is sole owner of S.K. Bookkeeping Services. She is past Treasurer of the Eastern Eagles Soccer Association and former Chair of St. Mary's Parish Council.

J. Lloyd Soloman, Board Member (Rollo Bay)
Mr. Soloman is a retired school teacher. He taught in Ontario and England, however the majority of his 34 year teaching career was spent at the Souris Regional High School. He is active in his church and the community. He especially enjoys working as volunteer in the Home Equipment Loan Program at the Souris Hospital.

Marian Trowbridge, Board Member (Bridgetown)

Ms. Trowbridge has been employed at Rodd Brudenell River Resort for the past 28 years and is currently Rooms Division Manager. She has been actively involved in several community organizations where she held various executive positions. She currently serves as a director on the Habitat for Humanity Board, secretary of Dundas Lions Club and Zone Chair of Cardigan, Dundas, Morell and Souris Lions Clubs.

Chair's Report

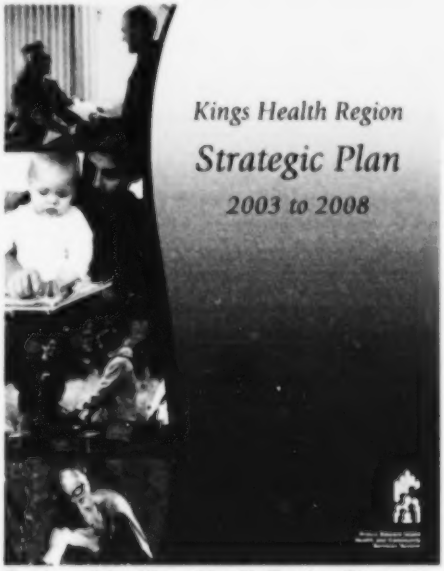
We take care in developing partnerships and relationships with many volunteer organizations, local vendors, and other government departments to deliver quality services to residents of our region.

Kings Health Region believes in being a responsible partner in our community. We take care in developing partnerships and relationships with many volunteer organizations, local vendors, and other government departments to deliver quality services to residents of our region.

The Kings Health Region Board's role is to establish clear direction for the organization. The Kings Health Region has completed its Mission Statement and Strategic Plan. This plan establishes our direction for the next three to five years. The five over-arching goals contained in the strategic plan are:

- To improve the quality of client services through the appropriate use of resources.
- To increase public confidence in our regional health system through partnership and community involvement.
- To recruit and retain qualified staff through the creation of a supportive and flexible work environment.
- To support individual and community health through increased health promotion and illness prevention initiatives.
- To provide early intervention and support for children, youth, and families.

Each year the region will report our progress in achieving the goals of the Strategic Plan through community newsletters, our annual report and at our annual meeting. The annual report also details our financial statements which reflect all regional revenue and expenditures that have occurred during the previous fiscal year. Progress on our Strategic Plan is already being achieved.



Copies of the Kings Health Region Strategic Plan are available by telephoning 838-0945.

We are committed to "*improving the quality of health services*" for the residents of Kings County. Throughout the past year the Kings Health Region has been preparing for an Accreditation Survey Visit. This survey visit is scheduled for May 2004. The Kings Region must carry out a self assessment on the quality of our services as compared to national quality standards. Following the regional self-assessment a team of health professionals, from across Canada, carry out an extensive review and conduct an independent assessment. The results of their findings will indicate our Accreditation Status for the next three years. We are confident that we will have a successful survey visit and we will be informed of our results in July of 2004.

We are committed to "improving the quality of health services" for the residents of Kings County.

The region also wants to hear feedback from our clients on the quality of the services we deliver. We carry out client satisfaction surveys for both hospitals and are very pleased to learn that overall patients are 92.1 per cent satisfied with the quality of care that they received. Manors in both Souris and Montague also received an overall rating for resident satisfaction of 94 per cent.

The surveys are anonymous and comments we receive are used to improve the services we deliver. The high satisfaction rates speak to the quality work and support provided by the staff and physicians of this region within our facilities. Satisfaction survey tools are also being developed for other program areas within Kings Health.

In order to "increase the public confidence in our regional health system," the board seeks to establish and continue communication linkages with the community.

In order to "***increase the public confidence in our regional health system,***" the board seeks to establish and continue communication linkages with the community. The board hosts monthly meetings in various communities throughout Kings County. A portion of each meeting is dedicated to allowing interested community individuals, or groups, to make presentations to the board or address areas of concern. Comment cards are also available in all waiting areas of each work site. They can be mailed or dropped in a comment box on site. All comments are confidential and are forwarded directly to the Chief Executive Officer of the health region. Each comment card is reviewed, and if necessary followed-up by the Chief Executive Officer. Comments are passed on to the individual or site who received the feedback. This information is trended over time to allow for quality improvement opportunities.

The Kings Health Region is supported by our local community. During the past year the foundations of Souris and Montague contributed over $270,000 to support the equipment needs of our health services. Cardiac monitors, specialized stretchers and hospital beds, pain pumps and convection ovens were just some of the many items purchased for Souris and Montague hospitals. As well, over the past year the Eastern Kings Health Foundation Inc. carried out an extensive Capital Campaign and exceeded their Campaign Goal by raising over $335,000 to meet the equipment needs of our Souris work sites.

"*Recruitment and retention of qualified staff*" is an essential element in the delivery of quality health services. Over the past year, the region has carried out a staff satisfaction survey. The survey provides information on job satisfaction, education and training, leadership and supervision, teamwork, work environment and communication. The region's overall satisfaction rate of 74.2 per cent is above average, as compared to other organizations. The results of the survey identified staff training needs and staff security as concerns for staff. In just six months, 2,492 hours of training was provided for staff. Hosted training sessions, sponsored by the region, are identified in the individual reports of each program. Enhanced security features including video surveillance, panic bracelets and part time night security for both Montague and Souris hospitals are in place. We will continue to use the results of the staff satisfaction survey to focus our efforts to improve staff satisfaction rates within the region.

Physician recruitment to rural Prince Edward Island continues to be a challenge for our region. Physician shortages in both Souris and Montague sites places additional strain on the permanent physicians in both areas. The region endeavours to recruit to the area, ensuring that expressions of interest are followed up, site visits are organized and interested physicians are encouraged to locate in the area. These efforts will continue.

The region is working with the Department of Health and Social Services to advance the Family Health Centre Model in both Souris and Montague. Physicians of the Montague Medical Centre have moved to a salaried model of payment. The Eastern Kings Health Family Centre is advancing their practice model to develop standard protocols for chronic disease management. A specialized clinic for such illnesses as hypertension will proceed this fall.

"Recruitment and retention of qualified staff" is an essential element in the delivery of quality health services.

The region's overall satisfaction rate of 74.2 per cent is above average, ...

Kings Health Region "supports individual and community health through health promotion and prevention initiatives."

Kings Health Region "*supports individual and community health through health promotion and prevention initiatives.*" Health promotion events were hosted by our professional staff throughout the county. Some highlights include, a six-week session on arthritis self-management in Souris, walking programs, lifestyle awareness program, tobacco cessation programs with a school in Souris, parenting education, healthy eating presentations in partnership with community nutritionists and student assistance programs for youth on drug and alcohol awareness.

Research evidence demonstrates that "early intervention and support for children and youth" improves health outcomes later in life.

Research evidence demonstrates that "*early intervention and support for children and youth*" improves health outcomes later in life. Kings Health Region has reallocated resources to have social workers assigned roles to work closely with existing staff to develop supportive services for children, youth and their families. Details of the new services are described in this report.

The Preschool Assessment Team(s), located in both Souris and Montague, assess children before the age of six who are suspected of having a developmental delay. The teams are comprised of a speech language pathologist, occupational therapist, a psychologist and a coordinator.

In the past, parents were required to travel out of province to access this service. The Montague team indicated that 70 per cent of referrals were at the age of four years or less. This is a very positive development as it allows the team to provide early interventions and the supports necessary to improve the child's development outcomes. The team works closely with parents, local day cares and other programs to support the needs of each child.

Dedicated board members, professional and support staff, committed community partners, and volunteers all work together to improve the health of our community. I would like to take this opportunity to thank them for their tireless efforts and contributions over the past year. Our region is open to your comments and feedback on ways that we may improve our connections with you—the community.

Respectfully submitted,

Michael Gallant
Chairman

Chief Executive Officer's Report

Clients are very complimentary regarding staff professionalism, their caring and their knowledge.

The theme of this year's annual report is Kings Health Region, Partners in our Community. During the year I have received numerous cards and phone calls from clients and family members who pass along their comments regarding their positive encounters and experiences with our staff. Clients are very complimentary regarding staff professionalism, their caring and their knowledge.

Our region is committed to "improving the quality of services through the appropriate use of resources."

Our region is committed to "*improving the quality of services through the appropriate use of resources.*" We have designated and hired staff for two important regional positions. One individual is a resource to all sites for Infection Control and Prevention and the other staff member, our Clinical Resource Nurse, provides training and support on clinical issues related primarily to nursing. These positions are an excellent support to staff and managers, particularly those who work in our facilities.

Riverview Manor, Colville Manor and the Dr. John Gillis Memorial Lodge provide long-term care for seniors of this community. Staff within Kings Health have established a Regional Committee to ensure admissions to each of the long-term care facilities meet client's needs, allow for a smooth transition for clients, and monitor the waiting lists appropriately.

Capital improvements and equipment purchases for the facilities owned by Kings Health are always necessary to ensure our facilities meet the needs of staff and our patients and residents. Over the past year we received financial support from the Eastern Kings Health Foundation, the Kings County Memorial Hospital Foundation as well as Federal funding. This allowed us to install

ceiling lifts in both Colville and Riverview Manors, a new call bell system for the Colville Manor and a new door at the Kings County Memorial Hospital to improve wheelchair access. We were also able to purchase required hospital equipment such as a wireless EKG system, cardiac monitors for both facilities and numerous pieces of equipment to support patient care. We are extremely grateful for the support we receive from the community, and from the foundations in both Souris and Montague.

Information technology is a vital component of the health system. Technology allows us to efficiently manage client information, as well as business information. Most of the staff and managers of our community based programs, as well as our finance staff, have invested considerable time and effort in the recent installation of the new Integrated Services Management System (ISM). Managers and staff have participated in training sessions, and realigned their client service delivery practices to accommodate the new technology. They are to be commended for their work in this area.

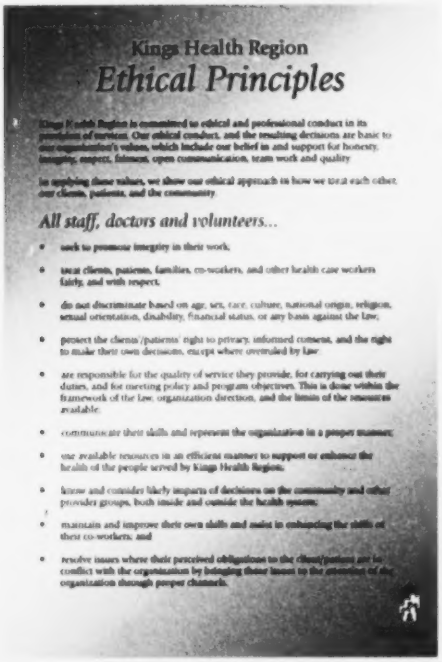
Kings Health Region must ensure that we continue to "*increase public confidence in our regional health system.*" Over 95 per cent of staff within the Emergency departments of Souris and Kings County Memorial Hospital achieved their certification in Advanced Cardiac Life Support (ACLS) training. This training was hosted regionally and allowed for excellent participation.

Kings Health Region must ensure that we continue to "increase public confidence in our regional health system."

The Regional Ethics Committee has designed and communicated the Kings Health Region Ethical Principles. These principles define our values and demonstrate the ethical way in which we treat each other, clients, patients and the community. The committee is also available for consultation and guidance in difficult ethical decision-making. This fall the committee will be

These principles define our values and show the ethical way in which we treat each other, clients, patients and community.

In order to achieve our goals Kings Health Region needs to "recruit and retain qualified staff by creating a supportive and flexible work environment."



hosting training sessions for staff on ethical decision making models and providing additional information on the role of the committee and how it can support program areas.

Kings Health Region has recently provided staff training on the new Freedom of Information and Protection of Privacy legislation. This new act defines the public's right to access information and the organization's responsibility to protect client and organizational information appropriately. The region has assigned an individual to assist in improving records management processes. Training sessions are scheduled for this fall on records management, and protection and appropriate retention of records.

In order to achieve our goals Kings Health Region needs to "*recruit and retain qualified staff by creating a supportive and flexible work environment.*" Our staff need to be supported to provide the best quality of care for our clients. Providing clear direction and guidance is important. Kings Health Region has adopted a Performance Development Policy and provided the training for staff and managers on the completion of the performance development plan. We have also established a regional wellness committee. This committee has supported initiatives like the Lifestyle Awareness Program, Spring into Spring, which promotes physical activity, and wellness posters throughout our work sites.

In order to promote our region, we encourage our professionals to sponsor student placements. We also encourage projects for summer students. In the last fiscal year we have sponsored numerous student placements from Bachelor of Nursing, Pharmacy, Speech Pathology, and Dietician programs. We have also provided employment for 37 students during the summer months.

A new Regional Training Calendar has been produced for the region that allows staff within the region to book training opportunities well in advance. The calendar offers a variety of courses such as information technology training, refresher courses on WHMIS, CPR/First Aid, Infection Control and Evidenced Based Decision-making.

"*Health promotion and prevention initiatives*" support individual and community health. The Kings Health Region has been involved at the provincial level in planning for the Healthy Living Strategy. This provincial strategy is designed to impact on three significant risk factors that can negatively impact on an individual's health. They are poor nutrition, activity levels and smoking rates. Kings Health Region hired a Healthy Living Coordinator in the spring. This individual will be responsible for implementing the Healthy Living Strategy in the Kings County area. Another initiative that Kings Region has carried out to support community health is the Primary Prevention Project in Souris. Public health nurses in partnership with the schools presented a number of sessions promoting healthy lifestyles. The Kings Region also celebrated Mental Health Week, providing information sessions on depression and suicide awareness, Nutrition Awareness Month including grocery store tours to encourage good nutrition, as well as a children's expo in Souris and Montague.

"Health promotion and prevention initiatives" support individual and community health.

Encouraging "*early intervention and support for children and their families*" is an important goal of the Kings Health Region Strategic Plan.

Encouraging "early intervention and support for children and their families" is an important goal of the Kings Health Region Strategic Plan.

This program included both life skills training and parenting education, as well as a job placement for nine participants.

Income and Support Services have partnered with Project Discovery to offer a program for 21 young single parents entering or re-entering the workforce. This program included both life skills training and parenting education, as well as a job placement for nine participants.

The region is actively participating in a three-year program called Best Start. Public health nurses completed the initial screening and referral for entry into the program. This program is a voluntary service designed to guide and support healthy development of parent-child relationships. Twenty-four referrals were generated to the Best Start Program over the past fiscal year.

Primary Nursing is also well underway in Montague. This approach to service delivery involves ensuring, as much as possible, that one nurse is assigned to a child and family throughout all of the public health visits and clinics. This model of service delivery provides greater opportunity for parents to develop strong relationships with their nurse and in turn will ensure health issues are detected early.

As Chief Executive Officer of the Kings Health Region it is my responsibility to strive to achieve the strategic direction as outlined in our strategic plan. I am very fortunate to work with dedicated professionals, support staff, physicians and volunteers who have a keen interest in contributing to the health of our community and working in partnership to achieve our goals.

I encourage you to read our full report and become an active participant in improving the health of residents of this region.

Respectfully submitted,

Betty Fraser,
Chief Executive Officer
Kings Health Region

Medical Director's Report

I valued the experience I gained serving as Medical Director for the Kings Health Region over the past year.

Kings Health Region continues to experience shortages of physicians in both Souris and Montague. Dr. Ambrose Kennedy announced that he was returning to Wales in mid-July. As a result Souris now has two full-time doctors, a locum physician who has signed a year commitment, as well as locum physicians providing coverage for parts of each week and weekends. Montague also experiences shortages as result of Dr. Charles Duffy's departure in late spring, and my departure at the end of March. Five remaining full-time physicians are working in Montague and locum coverage has been secured for Dr. Duffy's practice for part of the fiscal year. The national shortage of family physicians impacts significantly on the Kings Health Region but we continue to work diligently on recruitment and retention efforts. Every lead on potential expressions of interest is followed up and we continue to carry out regular site visits with potential physicians who express an interest in the area.

The Kings Health Region recently updated the Medical Staff By-laws. The By-laws will be signed off by the board over the summer and submitted to the minister in the fall. The new Medical Staff By-laws reflect the new environment of an amalgamated region, the two styles of physician practice in the region, fee-for-service and salaried models, as well as strengthening the credentialing process for incoming physicians.

The national shortage of family physicians impacts significantly on the Kings Health Region but we continue to work diligently on recruitment and retention efforts.

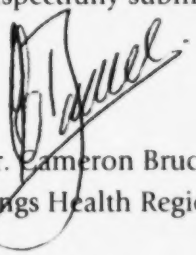
The well publicized advent of SARS initiated both Souris and Montague to establish the necessary plans that comply with national guidelines for infection control procedures in both hospital facilities.

I would like to thank the Kings Health Regional Board for making my year as Medical Director an enjoyable one.

The Eastern Kings Family Health Centre is using the collaborative practice model for service delivery of family medicine. Discussions are underway with physicians from the Montague Family Medical Clinic to initiate a similar model. All physicians within the Montague service area will be involved in a constructive way in implementing this model for Montague.

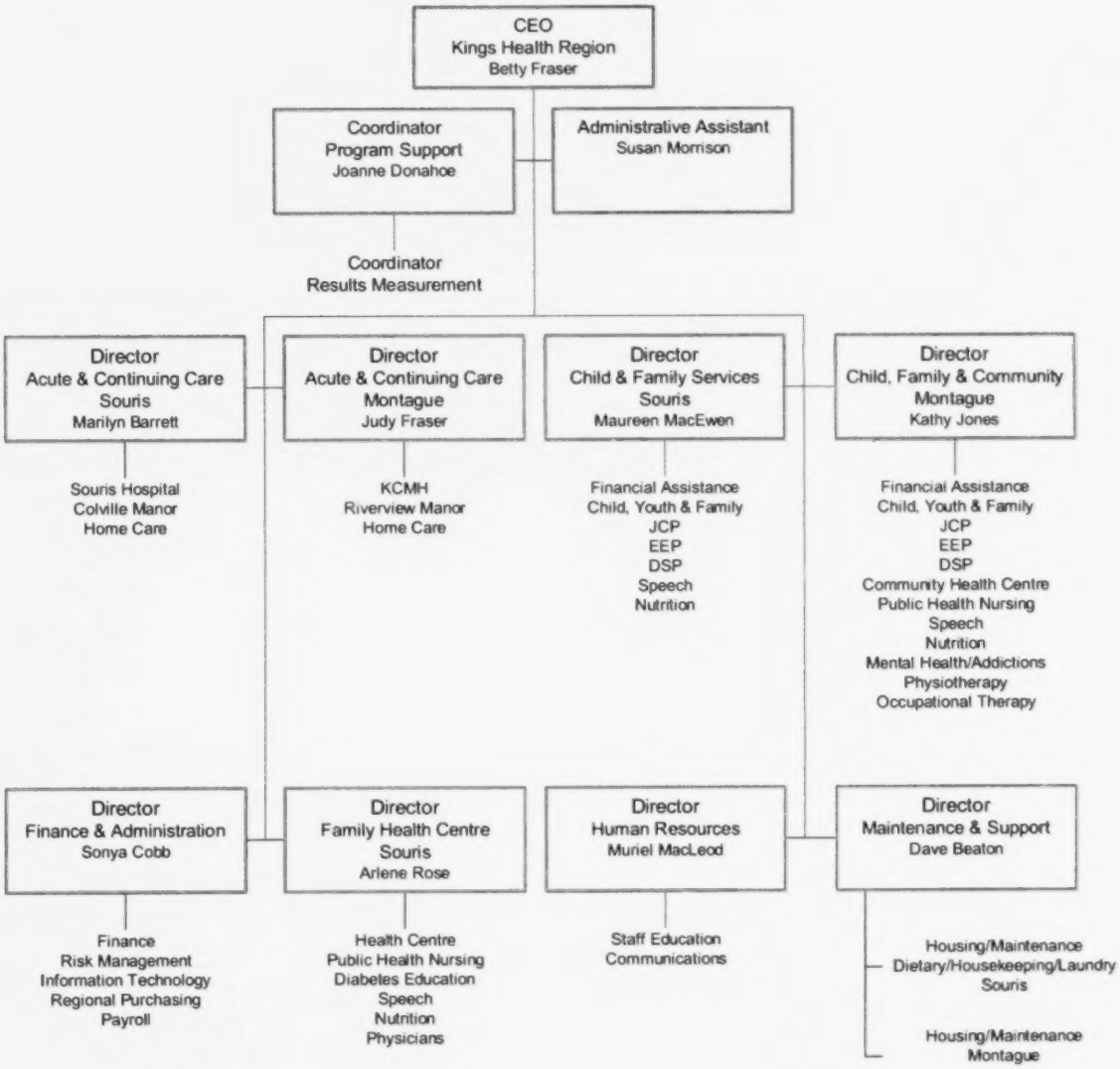
I would like to thank the Kings Health Regional Board for making my year as Medical Director an enjoyable one. It is with regret that I am resigning my position with Kings Health Region and for family reasons have chosen to return to South Africa. I am hoping to maintain an association with Kings Health Region and will return to do locums periodically.

Respectfully submitted,



Dr. Cameron Bruce
Kings Health Region Medical Director

Organizational Chart



Kings Health Region Staff Complement

243	Full-time permanent
222	Part-time permanent
111	Casual
12	Full-time temporary
9	Part-time temporary
597	TOTAL

Long-term Service Awards

35+ Years of Service

MacLean, Shirley	KCMH - Dietary
Fraser, Judy	Regional Management
Gormley, Virginia	Riverview Manor - Nursing

30 Years of Service

Bruce, Carole	Colville Manor - Nursing
Leeco, Brenda	Home Care & Support - Montague
MacDonald, Barbara	Colville Manor - Housekeeping
MacLean, Jocelyn	Child & Family Services - Montague
Magennis, C. Marie	Child & Family Services - Montague
Miodowski, Ferne M.	KCMH - Diagnostic Services
Paquet, Marie	Colville Manor - Nursing
Ross, Carol	KCMH - Nursing
White, Nancy	Souris Hospital - Nursing

25 Years of Service

Anderson, Margaret	Mental Health/Addictions
Chaisson, Karen	Souris Hospital - Nursing
Hughes, Amy	Child & Family Services - Souris
MacClure, Shirley	Souris Hospital - Nursing
MacLean, Joyce	Child & Family Services - Montague
McLean, Isabel	KCMH - Administration
O'Connor, Margie	Finance Department - Souris
Peardon, Karen	KCMH - Diagnostic Services
Peters, Noella	Souris Hospital - Nursing

20 Years of Service

Burke, Lloyd	Souris Hospital - Maintenance
Byrne, Margareth	KCMH - Nursing
Condon, M. Dianne	KCMH - Nursing
Fraser, Joan	Souris Hospital - Dietary
Humphrey, Lilian	Souris Hospital - Diagnostic Services
Johnston, Shirley	Riverview Manor - Dietary
Knox, Sylvia	Child & Family Services - Montague
MacLean-Hume, Georgia	Riverview Manor - Nursing
McCormack, Myrtle	Souris Hospital - Nursing
Munn, Georgina	Riverview Manor - Nursing
Perry, Marlene	Souris Hospital - Dietary

Acute and Continuing Care Services

Both hospitals provide services in general medicine, pediatrics, 24-hour emergency room, diagnostics (lab and X-ray), nutrition counselling, physiotherapy, occupational therapy and pharmacy.

The Acute and Continuing Care Division of Kings Health Region includes two acute care hospitals – Kings County Memorial Hospital (KCMH) and Souris Hospital, two long-term care facilities – Riverview Manor and Colville Manor, and the Home Care and Support Program. These program areas provide a continuum of care across the life span.

Acute Care

Kings County Memorial Hospital, a 30-bed acute care facility, and Souris Hospital, a 17+1 (observation) bed acute care facility provide primary health care to the residents and visitors of Kings County and Southern Queens county. Both hospitals provide services in general medicine, pediatrics, 24-hour emergency room, diagnostics (lab and X-ray), nutrition counselling, physiotherapy, occupational therapy and pharmacy.

Specialists that provide services at KCMH on a regular basis include a pediatrician, a plastic surgeon, a general surgeon, a psychiatrist, a geriatrician, an orthopaedic surgeon and an internal medicine/cardiologist. As well, the hospital has access to services of the Community Health Centre located on-site.

In Souris Hospital, bi-monthly visiting specialists include a local optometrist, podiatrist and a pap screening clinic. As well, the lower level of the Souris hospital houses the Family Health Centre, Home Care and Support, Public Health Nursing, Diabetes Program, Dentistry and Housing Services.

Several goals of the Kings Health Region Strategic Plan apply to acute care. Goal #1 of the Kings Health Region Strategic Plan is: "*To improve the quality of client services through the appropriate use of resources.*"

One strategy to meet this goal has been to purchase the Transfer, Lift and Repositioning (TLR) program. The purpose of the TLR Program is to learn and communicate to each staff member the proper way to move and lift a patient to reduce the risk of staff injury, while providing maximum comfort for the patient.

Another strategy designed to improve quality of care for clients has been in the provision of Internet access for staff and physicians on the in-patient units as well as in the emergency rooms.

Foundations for each facility have been a tremendous support this past year. Eastern Kings Health Foundation Inc. has generously funded more than $122,000 worth of equipment for the Souris area. Items purchased for the hospital include four new cardiac monitors with a central viewing station. This provides comprehensive cardiac monitoring for cardiac patients which helps local physicians and Queen Elizabeth Hospital specialists provide appropriate care. An Arro low bed was purchased to prevent injuries to persons who are at risk. Other purchases were furnishings for the palliative care room, pulse oximeter and double suction head.

The KCMH Foundation and the Eastern Kings Health Foundation Inc. provided the financial support to purchase cardiac monitors.

The purpose of the TLR Program is to learn and communicate to each staff member the proper way to move and lift a patient to reduce the risk of staff injury, while providing maximum comfort for the patient.

Another way in which we are using resources appropriately is through sharing of resource staff and managers.

Kings County Memorial Foundation spent approximately $150,00 on equipment for the hospital. New cardiac monitors, similar to the monitors in Souris were purchased for the Emergency Department. Other purchased items include stretchers, a pain pump, a bladder scanner, a security system, assorted instruments and various other necessities. The Kings County Memorial Hospital has also installed a new door to make the front entrance to the hospital wheelchair accessible.

Kings County Memorial Hospital installs new door to improve wheelchair access.

Another way in which we are using resources appropriately is through sharing resource staff and managers. A single manager oversees Diagnostic Services for both the Souris and Montague hospitals. One manager can institute regional policies, standardize patient care, and purchase equipment and supplies to achieve greater efficiency. Part-time pharmacists at both hospitals work collaboratively, sharing expertise, equipment and supplies as appropriate. Two new regional positions have been created and include our clinical resource and infection control nurses. Both individuals work part-time and come to us with extensive experience in their fields. The clinical resource nurse provides support and training to all regional nursing services and promotes the use of best practices in the clinical setting. The infection control nurse is a resource on infection prevention and control issues, and educates staff, providing them with the knowledge to deal with new and difficult to treat infections.

Goal #3 of the Kings Health Region Strategic Plan is: "*To recruit and retain qualified staff through the creation of a supportive and flexible work environment.*" This has been a challenge in both Souris and Montague during the last year, especially in terms of nursing and medical staff. With the support and co-operation of staff, physicians and other health care providers, we were able to maintain service to the residents of Kings Health Region.

The region has partnered with university-based programs (nursing, physiotherapy, pharmacy, nutrition and medicine) and Provincial Government programs like Health Care Futures and the BN Sponsorship Program, to offer rural placements for students. Placements provide the student with a wonderful learning opportunity to see work life in a rural community, as well as support our staff. It is also a potential future recruitment initiative. This year we were successful in recruiting three new graduate nurses from the BN Sponsorship Program to Kings Health Region.

Many educational opportunities have taken place. All registered nurses in Souris Hospital, and the majority of the nurses at Kings County Memorial Hospital, have achieved certification in Advanced Cardiac Life Support (ACLS) training. This has been a major undertaking not only for staff who prepared the training but also for those who became certified. The training provides the level of knowledge necessary to provide appropriate care in an acute care setting. Several staff and physicians have also been certified in Pediatric Advanced Life Support (PALS). Other educational opportunities have included: IV therapy for LPNs, Canadian Triage Acuity Scale, blood gases, sanitation and food safety courses, and WHIMIS (Workplace Hazardous Industrial Materials Information System).

This year we were successful in recruiting three new graduate nurses from the BN Sponsorship Program to Kings Health Region.

Nursing staff at Souris Hospital have implemented focus charting which encourages concise nursing notes and focus on the patients

strengths/problems. Kings County Memorial Hospital nurses have been using focused charting for the past couple of years and see benefits for the patient in adopting this method.

Kings County Memorial Hospital nurses have been using focused charting for the past couple of years and see benefits for the patient in adopting this method.

In acute care and long-term care we have improved security arrangements in order to provide a work environment in which staff feel safe. A new security camera system was installed at Kings County Memorial Hospital with several cameras providing surveillance in open areas such as corridors, doorways and outside areas. Security personnel are on-site several nights a week for support, especially in the Emergency Department. Souris Hospital has an employee who provides security support at night, and a new panic button system was installed which allows staff who work in isolated areas to push a button if they require assistance.

Kings County Memorial Statistics

Fiscal Year	2000-2001	2001-2002	2002-2003	2003-2004
Number of beds	30	30	30	30
Admissions	1,166	1,001	1,002	818
Patient days	10,552	9,683	9,223	8,517
Per cent occupancy	96.8%	88.4%	86.4%	75.3%
Average length of stay (days)	9.1	9.7	9.2	10.3
Emergency Room visits	15,369	14,031	12,865	13,777

Souris Hospital Statistics

Fiscal Year	2000-2001	2001-2002	2002-2003	2003-2004
Number of beds	17	17	17	17
Admissions	642	580	515	481
Patient days	5,564	5,049	5,012	4,318
Per cent occupancy	89%	81%	80.8%	70%
Average length of stay (days)	8.7	8.7	9.7	8.9
Emergency Room visits	6,304	5,433	5,625	5,163

Long-term Care

Role

Colville Manor in Souris and Riverview Manor in Montague are long-term care nursing facilities, providing care to a total of 102 residents. Residents of our Manors require high levels of nursing care. Each facility has a special-care unit for residents with special needs such as severe dementia or Alzheimer disease. Respite services are also available at each manor.

The services offered at the manors include nursing, dietary, activities, housekeeping, medical, pastoral, dental, physiotherapy, occupational therapy and other speciality services as they are required. Regular resident care planning involves necessary staff from all service departments and where feasible, residents and their families.

Regular resident care planning involves necessary staff from all service departments and where feasible, residents and their families.

We continually strive to achieve the Kings Health Region goal of "*improving the quality of client services through the appropriate use of*

Family satisfaction surveys were conducted at both manors over the past year. The satisfaction rates were exceptionally positive.

resources." This has been a special year for both manors with the installation of ceiling lifts in residents' rooms. A total of 20 beds at Riverview Manor, and all 52 beds at Colville Manor now have access to ceiling lifts. This improves service for residents and is a great asset for staff.

Residents of our manors simply use our call bell system to let staff know they require assistance.

A new call-bell system has been installed at Colville Manor. Other purchases at Riverview Manor include electric beds, a blanket warmer and a wheelchair scale.

Each manor has an active residents' council. Each council consists of residents and family members who provide their insights and advice on processes and activities related to life within each manor. The residents' councils meet on a regular basis and are an integral part of decision making at each facility.

Family satisfaction surveys were conducted at both manors over the past year. The satisfaction rates were exceptionally positive. The overall rating of 94 per cent satisfaction in the facilities was very reassuring for staff, residents and families.

Colville Manor has been utilizing formal tools of best practice, including clinical practice guidelines. As well, their Special Care Committee was honoured in May 2003 by being awarded the Danny Murphy Leadership Award for Excellence in Dementia

Care as a result of the improvements they continue to make related to dementia care.

Registered nurses and Licensed Practical nurses of Riverview Manor took part in intensive training to be prepared to provide peritoneal dialysis service. Ensuring this service is available locally allows residents, who may require the service, to remain in their local community.

"*Increasing public confidence in our regional health system through partnerships and community involvement*" is evident through our volunteer programs. Many individuals and community groups volunteer on a regular basis at our facilities. They provide entertainment at parties and sing-songs, join in reading groups, visit with residents, take pets to visit, and provide residents with a connection to their communities. Volunteers are a valued service for which residents, families and staff are very appreciative.

In order "*To recruit and retain qualified staff*" it is essential that training opportunities be provided. Long-term care staff of both facilities participate in regular Transfer, Lift and Repositioning (TLR) training, which teaches staff appropriate methods. This ensures safety for both residents and staff. Some dietary staff have attended national sanitation and food safety training courses. Dance Like a Butterfly was another educational opportunity in which staff from both facilities have participated. Challenges which residents face when first being admitted to a long-term care facility were portrayed in the presentation.

"Increasing public confidence in our regional health system through partnerships and community involvement" is evident through our volunteer programs.

Colville Manor

Fiscal year	2002 - 2003	2003 - 2004
Number of beds	52	52
Utilization rate	97.8%	95%

Riverview Manor

	2002 - 2003	2003 - 2004
Number of beds	50	50
Utilization rate	99.6%	99.6%

Home Care and Support

The Home Care and Support Program provides clinical and support services to residents of Kings Health Region helping them to cope and adapt comfortably and safely in their home setting.

Role

The Home Care and Support Program provides clinical and support services to residents of Kings Health Region helping them to cope and adapt comfortably and safely in their home setting. Clients of the home-care program may require our services as a result of the natural aging process, following surgery or as a result of a sudden or chronic physical or mental illness.

The Home Care and Support Program provides seniors with the necessary assistance to maintain independence and remain in their homes.

Services include:

- Home Care Nursing
- Home Support
- Adult Protection
- Day Programming
- Community Support
- Dialysis
- Long-term Care Placement
- Occupational Therapy

The Kings Health Region Home Care and Support Program is delivered from two sites – Montague and Souris. The sites are staffed separately,

with the exception of the Manager and Palliative Care Coordinator who travel between sites. All of the services listed provide a valuable service for all residents of Kings Health who need support to remain in their own homes. Our services are especially important for the caregivers of clients and their families.

Dialysis services are provided at local hospitals.

Goal # 1 of the Kings Health Strategic Plan addresses "*improving the quality of client services through the appropriate use of resources.*" Case management is one way of achieving this goal in the home-care sector. Team leaders coordinate the care that clients receive to ensure efficient and effective service delivery from all partners involved in the care. This process is supported by a new information management system called Integrated Services Management (ISM). This system supports staff in providing client and visit history information that assists with smooth service delivery and appropriate information sharing.

The Home Care Program demonstrated the "*appropriate use of resources*" by creating a Kings Health Region Admission Committee for long-term care placements. There are three long-term care facilities located in the Kings Health Region: Riverview Manor and Colville Manor, as well as the privately owned Dr. John Gillis Memorial Lodge. A common wait list for all three long-term care facilities in the region has been developed and a process for sharing information about available respite beds is in place. This process has allowed for efficient use of the long-term care beds within Kings Health.

A common wait list for all three long-term care facilities in the region has been developed and a process for sharing information about available respite beds is in place.

Home Care and Support has completed a great deal of work developing our Palliative Care Program which has been active for a few years in Montague, and has proven to be an excellent support for clients and their families.

Goal #2 – "*to increase public confidence in our regional health system through partnerships and community involvement*," is demonstrated through day programming. The Stay-A-While Day Program located at the Riverview Manor in Montague offers an agenda of supervised socialization activities for people who have physical and/or cognitive challenges. The community support coordinator links the client and the family to this program. A day program does not currently exist in Souris, but a local committee involving home care, long-term care, acute care and community members has been formed and is developing a plan to look at the feasibility of establishing a similar program for the Souris area.

The Kings Health Region Strategic Plan includes a goal "*to recruit and retain qualified staff through the creation of a supportive and flexible work environment.*" Home Care and Support has completed a great deal of work developing our Palliative Care Program which has been active for a few years in Montague and has proven to be an excellent support for clients and their families. A resource team has now been formed for the Souris area and training has taken place for members of the team. A regional palliative care coordinator is assigned for the Kings Health Region and plans are underway to form a regional palliative care committee. This committee will help to define educational needs for staff and the public, service delivery improvement areas and requirements to support transportation of clients. The committee will also be seeking representation from the community.

Training for staff continues in Transfer, Lift and Repositioning (TLR). This program teaches staff the best way of turning, lifting and repositioning clients to encourage safe working practises for both staff and clients.

Home Care and Support Statistics

Placements	2001-2002	2002-2003	2003-2004
Colville Manor	21	25	18
Dr. John Gillis Memorial Lodge	10	21	17
Riverview Manor	21	10	15
Other	7	8	4
Total Number of Placements	59	64	54

Monthly Caseload	2001-2002	2002-2003	2003-2004
Nursing	270	275	250
Home Support	207	223	207
Adult Protection	18	20	10
Palliative Care Clients	8	8	6
Day Program Clients	18	12	10

Community Services

Eastern Kings Family Health Centre

In October 2003, a clinical resource coordinator was hired at the Family Health Centre to facilitate the implementation of a collaborative practice model of service delivery.

Role

Eastern Kings Family Health Centre has been functioning as a Primary Health Centre since July 2000. Staffing for the health centre consists of 4.0 full-time equivalent (FTE) physicians, 2.5 FTE medical secretaries, 1.0 FTE LPN, 2.6 FTE RN and 1.0 FTE health centre coordinator. Other regional services that are also located in the health centre include Home Care and Support, Housing, Public Health Nursing, the Diabetes Program and a private dental practice. The health centre is located on the lower level of Souris Hospital allowing easy access to lab, X-ray, in-patient acute care and emergency services.

Physician recruitment continues to be an ongoing challenge for rural Prince Edward Island. Dr. Ambrose Kennedy, who had served the area for seven years, returned to the United Kingdom in July 2003. In September 2003, we were successful in recruiting Dr. Paul Berrow from Manitoba into a permanent position. Dr. Berrow is formerly from and trained in England. Dr. Ralph September and Dr. Haider Ali have filled locum positions since the summer of 2003. Efforts continue with regional staff, the Department of Health and Social Services and the community working together to achieve a full physician staffing complement for the Family Health Centre.

In October 2003, a clinical resource coordinator was hired at the Family Health Centre to facilitate the implementation of a collaborative practice model of service delivery. In this model, physicians and nursing staff work together with patients and other regional health services to manage chronic illness. The

clinical resource coordinator provides leadership and coordination in planning, implementing and evaluating services and programs within the Family Health Centre. In the fall of 2004, staff are planning to implement a collaborative hypertension clinic where physicians and RNs will offer a program for patients with mild to moderate hypertension.

In July 2003, a new reception area was built in the family health centre which includes a glass partition that helps protect personal health information and improves the workspace for our clinical staff.

Glass partition assists in maintaining patient confidentiality.

Eastern Kings Family Health Centre Statistics

Activity	2002-2003	2003-2004
Number of patients	4,884	5,040
Number of patient visits*	23,631	22,801
Number of well baby care patients	38	28
Number of patients receiving annual health exam	317	499

*This does not include visits to the family health centre when patients see nursing staff only. In fall 2003, there were approximately 1,040 patients seen by RNs for influenza immunization. In March 2004, we began to track the number of visits to nursing staff and it is estimated to be approximately 180 visits per month for procedures such as medication injections, blood pressure monitoring, ear syringing.

In the fall of 2004, staff are planning to implement a collaborative hypertension clinic where physicians and RNs will offer a program for patients with mild to moderate hypertension.

Community Health Centre

The Community Health Centre, Kings Health Region in Montague, provides a broad range of services which emphasize prevention, promotion and treatment.

Role

The Community Health Centre, Kings Health Region in Montague, provides a broad range of services which emphasize prevention, promotion and treatment. The Community Health Centre (CHC) consists of a team of health professionals and trained volunteers working together to provide improved services for the residents of Kings Health Region, Montague area.

These health professionals offer assessments, consultation, counselling, education and treatment for individuals, families, groups or communities. Services may be offered at the centre, in your home or in the community.

Programs at the Community Health Centre include:

- Community Dietitians
- Public Health Nursing
- Health Promotion
- Speech-Language Pathology
- Occupational Therapy
- Physiotherapy
- Pre-School Support and Pre-School Assessment Team
- Social Worker
- Administration

Staff at the CHC make every effort to work together to provide you with the information necessary to make an informed decision that will help you meet your individual needs.

Referrals for most of these services can be made by yourself, your family doctor, a family member, a relative, a friend, a school or another professional.

Volunteer organizations located at the Community Health Centre include Home Equipment Loans Program, the Laubauch Literacy Council and the Southern Kings Hospice Association. These organizations work closely with staff and the community to support residents in Kings Health Region, Montague area.

Nutrition Services

Role

Kings Health employs two Outpatient/In-patient Dietitians and two Community Dietitian/Nutritionists, 1.1 FTE. with the Community Health Centre in Montague and 1.5 FTE. with Child and Family Services in Souris. Dietitians provide assessment and counselling to individuals and their families on various conditions where nutrition is critical, such as pregnancy, breast-feeding, cardiovascular disease and gastrointestinal disease. They also collaborate with other regional services and the community to provide health promotion/education initiatives. Dietitians received approximately 440 referrals from April 1, 2003, to March 31, 2004, from various sources, primarily physicians.

Goals Achieved

Kings Region seeks "*to improve the quality of our services*" and therefore the Outpatient Nutrition service in Souris conducted a client satisfaction evaluation early last summer. Results were positive with an overall rate of 96.9 per cent satisfaction with the services provided. Two regional dietitians are also involved with the regional continuous quality improvement teams.

Results were positive with an overall rate of 96.9 per cent satisfaction with the services provided.

In addition, Kings Health Region dietitians promote healthy lifestyle awareness throughout the community. They hosted public education programs such as Heart Checks for community groups and employment groups, prenatal classes, heart healthy eating classes, nutrition labeling classes and many other initiatives to increase public awareness of the importance of healthy eating.

Public health nurses deliver programs which focus on health promotion and illness prevention.

Dietitians also play a major role with the National Nutrition Month campaign on Prince Edward Island. The focus for this year was on school-age children, and the theme was Eat Well, Play Well. Kings Health Region partnered with the Eastern School Board to offer Nutrition Month healthy eating kits to all the third and fourth grade children within the region. Lunch'n'Learn sessions for staff and sessions for the public were also conducted.

Kings Health dietitians continue to be mentors for dietetic interns from the University of Prince Edward Island – Queens Health Dietetic Internship Program. As well, two dietitians continue to play an important role with the Prince Edward Island Healthy Eating Alliance, representing the Kings Health Region in strategic planning and development, and bringing initiatives and information back to the region.

The Kings Health Region Nutrition Group, which also includes the dietitian with the Regional Diabetes program, and the region's two Nutrition Services Managers, meets regularly to review services, share information, develop indicators and work on future programming. A new poster advertising Dietitians Services available in the Kings Health Region was also developed and is on display throughout the region.

Public Health Nursing Services

Role

Public health nurses deliver programs which focus on health promotion and illness prevention. These include prenatal care and child health, school and preschool health, communicable disease control and health promotion. A staff of 3.0 FTE carry out these programs to residents of all ages in the Souris area and a staff of 4.2 FTE carry out Public Health Nursing programs in the Montague area. This includes 0.6 FTE in both locations that is a dedicated resource to health promotion activities in the community.

Goals Achieved

A significant part of the role of public health nursing is "*to support children, youth and families.*" Two prenatal classes were offered to expectant parents in Souris with a total of 24 women and their partners receiving assessment and teaching, either individually or in group sessions. In Montague, classes were offered three times and 40 women and their partners attended.

Public health nurses offer the Cradle Program, an early maternal discharge program at the Queen Elizabeth Hospital. Mothers and babies are seen and assessed on their first day at home. This service is offered seven days a week and allows for earlier assessment, intervention and support to parents. Families who are not part of the Cradle Program are seen within the first week of returning home. In Souris, there were 56 babies born in the past year. There were 31 (55 per cent) of these babies followed under the Cradle Program. In Montague, there were 116 babies born during this time period with 59 (51 per cent) followed under the Cradle Program. Sixty-six percent of mothers in the Souris area are initiating breastfeeding this year, which is consistent with previous years, while 60.3 per cent of mothers in the Montague area initiated breastfeeding.

In Montague, Primary Nursing is well underway where one nurse, as much as possible, will follow the same families from birth through the preschool years into their schools. We hope this will help build relationships between parents and public

Public Health Nursing completes four-year assessments with all children in Kings Health Region.

A significant part of the role of public health nursing is "to support children, youth and families."

health nurses for the best interests of the child. This is part of a continuum approach that children's service providers in Montague have been implementing across programs. The continuum approach is described in more detail in the Early Intervention for Children part of this report.

Best Start is a three-year program that will guide and support the healthy development of parent-child relationships through active voluntary participation in an in-home setting.

Best Start is a three-year program that will guide and support the healthy development of parent-child relationships through active voluntary participation in an in-home setting. Public Health Nursing in Souris began the screening and assessment process for the Best Start Program in February 2003. In the past year, 57 participants completed the Best Start screening, and five were referred to the Best Start Program. In Montague, 108 participants completed the Best Start screening and 19 were referred to the Best Start Program.

Communicable disease followup is an essential part of Public Health Nursing programs. Public health nurses in Kings Health followed 12 cases of enteric infection, five cases of pertussis and six cases of MRSA over the past year.

As well, public health nurses followed 17 individuals as part of the post-cardiac program. These individuals were visited in their homes for assessment and referral to other services if necessary.

All the schools in the Kings Health Region receive regular support from a public health nurse. Nurses act as a health resource for students and staff on various health issues and provide screening to detect problems with vision or hearing.

Public Health seeks "*to support individual and community health through health promotion initiatives.*" Public health nurses gave a number of public presentations over the past year to several groups in the area. Some of the topics covered included influenza vaccine, breastfeeding, communicable diseases and contraception

to name just a few. Public health nurses also continue to act as a resource to the Main Street and Carousel Family Resource centers by giving presentations and serving on committees to plan community programs.

Roots of Empathy is a classroom parenting program which teaches infant development and fosters development of empathy. Once a month, Quinten, son of Trent and Kirsten Mallard, joined the Grade 6 class at Rollo Bay Consolidated School. Facilitated by Beth MacDonald, a public health nurse and Roots of Empathy instructor, students observed the baby's growth and development.

The Primary Prevention Project continued with Public Health Nursing, in Souris, dedicating one day each week to work with the schools to promote healthy lifestyles. The project focused on healthy nutrition, prevention of smoking, increased physical activity and reducing stress. The project also increased public awareness of healthy lifestyles behaviours through use of the media. Funding for this project was through the Department of Health and Social Services and completed in May 2004.

Public Health Nursing staff and Diabetes Program staff partnered to present an Are You at Risk for Diabetes information session in November 2003 (Diabetes month). Nine people participated in this two-part session for information and screening.

In January 2004, the Integrated Services Management (ISM) system went live in Public Health Nursing. We began the process of computerizing all Public Health Nursing charts for children from birth to age six years using the program.

The Primary Prevention Project continued with Public Health Nursing, in Souris, dedicating one day each week to work with the schools to promote healthy lifestyles.

Public Health Nursing Statistics

Activity	Souris 2003-2004	Montague 2003-2004
Immunizations	1277	1324
Cradle Program participants	31	59
Babies born	56	116
Children seen at child health clinics	714	1933

Healthy Communities in Action in the Souris area continues to sustain health promotion programs that are targeted at the risk factors of heart disease, i.e., nutrition, smoking, active living and stress.

Health Promotion

Healthy Communities in Action—Souris

Healthy Communities in Action in the Souris area continues to sustain health promotion programs that are targeted at the risk factors of heart disease, i.e., nutrition, smoking, active living and stress. Data from the 1997 telephone survey (Eastern Kings Health Study) and the repeat survey in 2002 is used to determine priorities for programming. The following are some of the many programs citizens participated in:

Healthy Communities in Action— Souris promotes physical exercise as a way to improve health.

Tip-to-Tip Walking Program

A 26 week walking program where each participant walked for an average of 30 minutes a day. The 30+ members walked 12,200 kilometres.

Lifestyle Awareness Program

A 12-week program aimed at improving health and consisting of a fitness test, physical activity, stress management and relaxation techniques. There were 14 participants.

Arthritis Self-Management Program

Working with a volunteer, the Arthritis Society and the Eastern Kings Family Health Centre, this six week program offered self-management skills to people living with arthritis.

Island Focus

A video was produced for Island Focus on which two volunteers describe how community programs have impacted their lifestyle.

Mariners Skippers

Three hundred and five students from local schools watched a demonstration by professional student skippers. The following day 77 students participated in a Learn How to Skip workshop.

Tobacco Program

The RCMP, Public Health Nursing and Eastern Kings Consolidated School joined forces to offer a Tobacco Prevention Program to the Grade 5/6 class at Eastern Kings Consolidated School.

Teen Parenting

In November 2003, the Catholic Family Service Bureau presented an information session to parents in the area.

As well, many displays and presentations were delivered to organizations such as Main Street Family Resource Centre, Weight Watchers groups, schools and at Main Street Mall. These topics included Looking After Self, Sex Education, Ovarian Cancer, Heart Disease and Stroke, Heart Checks.

A 12-week program aimed at improving health and consisting of a fitness test, physical activity, stress management and relaxation techniques.

Health Promotion Initiatives—Montague

Stepping Out Program

Staff partnered with the Carousel Family Resource Centre to offer the Stepping Out Program to 30 participants.

The Diabetes Program offers ongoing support and nutrition counselling to assist clients in managing their diabetes.

A Healthy Living Series

In partnership with the Superstore, a Healthy Living Series was presented to 25 participants.

Wellness and Healthy Living Articles

In partnership with the Eastern Graphic, a series of wellness and healthy living articles were published in the newspaper.

Lifestyle Awareness Program

The Lifestyle Awareness Program was offered to staff and community members in the Montague area.

Diabetes Program

The Diabetes Program for Kings Health Region was implemented in September 2002. One FTE registered nurse and a 0.5 FTE dietitian began seeing clients with diabetes in the fall of 2002. In April 2004, the dietitian position was increased to 0.7 FTE to meet the growing demand. The program is offered two days per week in Souris and three days per week in Montague.

The Diabetes Program offers ongoing support and nutrition counselling to assist clients in managing their diabetes.

Role

Diabetes program staff receive referrals and offer individual assessments and counselling for people with diabetes. The service assists clients to manage their diabetes and also offers support and followup for people living with the chronic disease of diabetes. The Diabetes Program was the first program area to begin using our new Integrated Services Management Program (ISM). The new computerized system allows tracking of client information and service history.

Diabetes Program Statistics

Referrals	Souris		Montague	
	2002-2003	2003-2004	2002-2003	2003-2004
Number of new referrals	38	36	61	63
Number of repeat referrals	17	48	85	96
Total number of referrals	55	84	146	159

Speech Language Pathology Services

Role

Speech Language Pathology Services provide support primarily for children with identified speech and language delays or difficulties. The program seeks to support community resources to increase their capacity to support speech language development in children. The program also increases awareness of the importance of early language development. Speech Language Pathology Services also provides support to adults within acute and long-term care.

The program seeks to support community resources to increase their capacity to support speech language development in children.

Goals Achieved

Speech Language Pathology Services in the region have expanded. The Department of Health and Social Services and the

Additional speech resources have allowed us to provide a new service plan within the schools.

Department of Education have worked together to provide increased speech services in the schools. A new full-time speech language pathologist was hired to work in the schools. This position has been an excellent addition to our team. Additional speech resources have allowed us to provide a new service plan within the schools. The plans focus is on assessing and programming for children in grades one and two and also allows for special needs children from grades one to six. We have developed strong partnerships with our schools, the principals, teachers and teaching assistants. These partnerships have allowed us to provide programming and materials to students who previously may not have received services. We look forward to continuing and improving this service during the upcoming school year.

Speech Therapy Services incorporate fun activities for children.

There are currently two speech language pathologists in the region who are seeing adult patients. The majority of the referrals for adult patients during this year have been for in-patients experiencing swallowing difficulties. Swallowing assessments have been completed in local hospitals and manors. Some direct therapy has also been available for patients experiencing speech-language difficulties related to aphasia and/or dysarthria speech difficulties.

Although we see clients of all ages, the priority for the Speech Language Pathology Program continues to be with the preschool population and the demand remains very high. Some new therapy ideas have been implemented in Souris over the past year.

We are now seeing some children in small groups for therapy. Group therapy has allowed us to increase the number of children that can be seen and gives the children a chance to experience therapy in an interactive and naturalistic environment. The children who have participated in group sessions thus far have very much enjoyed the group setting. This method of service delivery works very well in daycare and kindergarten settings and will be implemented in our clinic over the summer months.

We look forward to continued success and innovation for our speech language pathology team. We are consistently coming up with new and exciting ideas to improve services for our clients and we are confident that we will continue to grow and improve over the upcoming year.

Speech Language Service Statistics

Preschoolers	Souris	Montague	Total
Referrals	25	57	92
Assessments	20	64	84
Caseload	46	89	135
Students	**Souris**	**Montague**	**Total**
Referrals	—	—	127
Assessments	—	—	95
Adults	**Souris**	**Montague**	**Total**
Referrals	9	4	13
Assessments	8	2	10
Received Therapy	1	2	3

Group therapy has allowed us to increase the number of children that can be seen and gives the children a chance to experience therapy in an interactive and naturalistic environment.

Occupational Therapy Services

Role

Occupational therapists provide rehabilitative services via meaningful, client-centred activity and adaptive equipment.

Occupational therapists provide rehabilitative services via meaningful, client-centred activity and adaptive equipment. Occupational therapists complete individual mobility assessments as referred, as well as, providing a number of resources for sensory programming for pediatric services.

Goals Achieved

The occupational therapists of Kings Health Region are involved in the use of the Transfers, Lifts and Repositioning Program to support adult clients within the Home Care Program. This year the occupational therapists worked with other provincial occupational therapists to develop a priority rating system to prioritize the limited occupational therapy services available.

In Souris, the average wait time for services is one week; while in Montague, as of April 1, 2004, there was on average a one-week wait for urgent priority referrals, 8.1-week wait for medium priority referrals and longer than eight weeks for low priority referrals.

In Montague there is one occupational therapist working three days a week working with adults and children, as well as providing services as part of the Preschool Assessment Team. In-patients at the Kings County Memorial Hospital also are part of the client caseload one day per week..

In Souris the occupational therapist works three days a week and sees clients from Colville Manor, Souris Hospital in-patients, kindergarten and school-aged children and pre-school children under the Preschool Assessment Team.

Mental Health and Addictions Services

Role

Community Mental Health and Addiction Services programs are carried out by a multidisciplinary team that brings a unique yet complementary perspective. Their combined clinical skills and theoretical knowledge complement the assessment, planning, program development, treatment and evaluation components of both programs. These services include: assessment, counselling/therapy, psychiatric services, community outreach, outpatient detoxification and withdrawal management including tobacco cessation, adult, youth and family programs and programs specific to gambling, women and those with concurrent disorders.

Addictions and Mental Health are now under one administration. Over the past year this integration process continued to progress with the focus being on the population with concurrent disorders. Integration of these two programs is based on Best Practice which is a national and international standard of care and service delivery. A new Clinical Intake position has been put in place to support the integration process. This position was filled in January 2004. A percentage of this position involves Crisis Response. Crisis Response is a province wide emergency mental health/psychiatric response, assessment and referral service at hospital emergency departments and regional community mental health centres for those individuals who present in emotional and/or psychological crisis.

Addictions and Mental Health are now under one administration. Over the past year this integration process continued to progress with the focus being on the population with concurrent disorders.

Easy access to services is in keeping with the region's goal of "*improving the quality of client services through the appropriate use of resources.*" We are committed to making our services accessible and client centred. Our integration process at the initial point of entry for clients is in development. At this stage the point of entry

for Addictions continues through the Detox Nursing staff and the point of entry for Mental Health is through the Clinical Intake Therapist.

A Rehabilitation Program for clients is being designed at the provincial level for clients with a concurrent diagnosis.

A Rehabilitation Program for clients is being designed at the provincial level for clients with a concurrent diagnosis. This means a client who may be presenting with both a mental health diagnosis and an addiction. The target date to pilot this program is March 2005.

Community Mental Health continues to partner with the Canadian Mental Health Association in offering a program for friends and relatives of clients who have a mental health diagnosis. This program is called Journey of Hope and is offered in Souris and Montague where the number of participants determines where and how often the program is offered.

Kings Health Region was pleased to accommodate student placements at both Souris and Montague sites. In keeping with one of the Strategic Plan goals, "*to invest in student training*," our clinic supported students in their placements as part of their educational requirements. There was one Masters of Educational Psychology student from the University of New Brunswick; two fourth year BN students from UPEI; two third year BN students from UPEI; six LPN students; one Souris High School student who wished to do a placement at Breakwater Wellness in Souris and a medical student who spent one day with Addictions staff. The students contributed much to our services and shared that their experiences were meaningful and valued both by themselves and their respective educational institutions. For example a fourth-year nursing student developed a brochure describing addictions and mental health services. During Addictions Awareness Week, several staff attended community meetings to educate and promote the community about the services we offer and distributed brochures and handouts to complement the

presentations. Each presentation received positive feedback from participants.

Services to Children and Youth

Children and youth programs of Mental Health and Addictions Services "*focus on early intervention, education and prevention.*" This is evidenced by efforts being placed on community outreach and school based services. The following programs have been offered in the schools: five Student Assistance Programs; three A+ Programs; Alternative Education Programs; School Health Teams; and MAST (Multi-disciplinary service teams).

Mental Health and Addictions Services Statistics

Addictions	2002-2003	2003-2004
Number of referrals	1178	950
Withdrawal management	174	163
Tobacco dependency	208	171
Rehabilitation services	308	247
Family services	232	154
Youth services	256	215

Mental Health	2003-2004
Number of referrals – Mental Health	579
Number of referrals – Outreach Program	17
Changeways Program	7
Anxiety Group	7
Grief Group	7
Critical incident stress debriefings	3
Psychiatric consults	43
Dialectical behaviour referrals	1

Children and youth programs of Mental Health and Addictions Services "focus on early intervention, education and prevention."

Preschool Assessment Teams

The Preschool Assessment Teams (PATs) assess children before the age of six who are suspected to have a developmental delay.

Role

The Preschool Assessment Teams (PATs) assess children before the age of six who are suspected to have a developmental delay. These teams provide services in both Souris and Montague and are comprised of a speech language pathologist, occupational therapist, psychologist and a coordinator.

Goals Achieved

The Preschool Assessment Team in Souris has just completed its first full year of service. The team advocates for "*early intervention and support for children and their families.*" There were seven referrals received and all referrals were accepted as appropriate for the team. One referral was received from a medical doctor, two from Public Health Nursing and four from the local speech language pathologist. Five assessments were completed by the team and two families chose not to proceed with assessments at this time. The families who received preschool assessments found the service very helpful to them and their child.

In Montague this year, 70 per cent of the children referred to the team were four years of age or less. Last year we had a greater number of referrals to the team, however, only 40 per cent were referred under the age of four years. These are the kinds of changes we like to see since the sooner we can have children seen by the team, the more time we have to

The Preschool Assessment Team works to support children and their families.

work with the child through the family and caregivers to have a positive impact. This year, there were 10 new referrals, nine assessments completed, and 17 reviews completed. Of the new referrals, four came from individual team members, two from a pediatrician, two from the Early Childhood Centre, one from a social worker and one from a preschool autism specialist.

Physiotherapy

Role

The core services of physiotherapy are assessing, consulting and treating clients for acute and chronic conditions as in-patients and outpatients and community. The Physiotherapy Department is involved with the use of equipment by clients and transfer techniques for staff with clients.

In Montague there is a full time physiotherapist for outpatients and in-patients and a part-time physiotherapist who works with the clients at Riverview Manor and in the Home Care and Support Program. In Souris, there is one full-time physiotherapist providing services to clients of all ages; 80 per cent outpatient, 10 per cent in-patient and 10 per cent community care. In Montague and Souris over the past couple of years we have been successful in reducing the average wait time for services. In Montague the wait time has reduced from 5.2 weeks last year to 3.5 weeks this year and in Souris the wait time has been reduced from six weeks to two weeks. This year the Physiotherapy Department in Montague updated their policy and procedure manual while Souris began to offer a new acupuncture service. They also offered group sessions for clients suffering from chronic low-back pain.

They also offered group sessions for clients suffering from chronic low back pain.

Kings Health made a number of strides in developing supportive services to children, youth and their families over the past year.

Physiotherapy Statistics

Clients	Montague	Souris
New outpatient referrals	306	200
Patient visits	1937	1900

Early Intervention and Support Services

Role

Kings Health made a number of strides in developing supportive services to children, youth and their families over the past year. A number of factors played into this development, namely, the emphasis in the Kings Health Strategic Plan on early intervention, the lessons learned from the Understanding the Early Years research, the new *Child Protection Act* and the shift in those services. Initiatives were undertaken in both Souris and Montague to reallocate resources to place emphasis on the need for these services.

In Souris, a social work position was reassigned to Family Outreach. This position came into effect to coincide with the new *Child Protection Act*. The two broad goals of the Family Outreach Service are:

i. to provide assistance, support and education to families with an identified parenting issue; and

The new Family Outreach Program in Souris supports families in the area.

ii. to provide assistance, support and education to youth between the ages of 16 and 18 to achieve independent living when family support is unavailable.

The service is voluntary and uses a client-centred, goal-oriented, time-limited approach. The goals are jointly identified with the client. The process of structuring this role is ongoing while the caseload is being established. The family outreach worker operates as part of a team that includes a youth worker and family service worker to provide support services in the Souris area.

During the year, Children's Services providers in Montague, across a number of programs, came together to look at how they work together as part of a continuum approach. A continuum approach is designed to address and respond to prevention and health promotion issues, early intervention and supports and responds to acute child/family crisis needs and issues. A report on this work was generated and as a result a social worker position will be reallocated to work in early intervention and family support. This position will coincide with the existing senior social work position as well as the Parent Support Worker, the Youth and Families Worker and the Preschool Support Coordinator to provide early intervention to children, youth and their families in the Montague area.

Another key development in the service continuum design is the shift in Public Health Nursing in Montague to a primary nursing model. This model means that one nurse is assigned to a child and family throughout all of the public health visits and clinics. This new approach will provide more opportunity for parents to develop a strong relationship with their nurse and in turn will ensure that health issues are caught early. This new model is described in greater detail under the Public Health Service of this report.

Another key development in the service continuum design is the shift in Public Health Nursing in Montague to a primary nursing model.

In Montague, our parent support worker continues to assist families in increasing their skills.

In Montague, our parent support worker continues to assist families in increasing their skills. Skill development for parents include dealing with their children's behavioural concerns, parent/child bonding, building relationships with family, introducing families to appropriate resources, budgeting, healthy living and safety in the home. This position works closely with the Social Assistance Program, Public Health Nursing and Mental Health programs. Our Preschool Support Coordinator also provided a vital role in supporting families to access the services of the Preschool Assessment Team and to implement the intervention plans of the team both at home and in child care centres. Our youth and families worker again offered a summer program to youth in the community. She also provided parenting support to the Eastern School Boards A+ Alternate School Program.

Child and Family Services

Child Protection Team

Role

The Child Protection Program is responsible for mandated service delivery under the *Child Protection Act*. Components of this program include investigation/assessment, brief intervention, focused intervention, children in care services, foster care, adoption and youth and family services.

Goals Achieved

Child Protection Services have successfully implemented the new Child Protection Legislation. The new *Child Protection Act* was proclaimed on May 10, 2003. The new act has provided a clearer definition of practice in child protection. As a result, the mandate for conducting an investigation of abuse/neglect of a child has become narrower. Child Protection staff are better able to focus on the needs of families where the children are indeed in need of protection.

Child Protection staff in both Souris and Montague are actively involved in designing and planning for new reallocated roles to support children in need. These roles will provide early intervention and support services to families prior to them needing child protection intervention. The positions will also provide additional support following a child protection service to meet support needs of the family.

Child Protection staff are better able to focus on the needs of families where the children are indeed in need of protection.

Social Assistance staff work with the client to develop a service plan that is appropriate for the individual.

Child Protection Statistics

	Souris		Montague	
	2002-2003	2003-2004	2002-2003	2003-2004
Number of referrals	140	133	128	102
Children in care (average)	7	10	31	37
Foster homes	5	5	22	17
Children adopted	3	0	4	0

Social Assistance Team

The Social Assistance team provides a variety of programs and services which contribute to a healthy community. These programs include the Social Assistance Program, Employment Enhancement Program, Job Creation Program, Literacy Enhancement Program, Disability Supports Program and Day Care Subsidy Program.

Role

The Social Assistance Program is primarily a financial program for individuals and families who are not able to provide the basic necessities for themselves and their families, or are unable to meet special emergency needs. Social Assistance staff work with the client to develop an appropriate service plan. This can include assistance in the development of employment or training plans, referrals to other agencies or exploring alternative sources of financial support. Financial assistance workers continue to work closely with employment enhancement/job creation worker to ensure that clients' training/employment needs are addressed.

A considerable amount of time was spent during the past year in training and preparation for the Integrated Services Management System (ISM).

The new Integrated Services Management System has involved extensive staff training for community-based services.

This new program allows client financial assessments, referrals, and adjudications to be completed using computer technology. Rollout for social assistance programs was on March 29, 2004.

Social Assistance Statistics

Average Monthly	2001-2002		2002-2003		2003-2004	
	Souris	Montague	Souris	Montague	Souris	Montague
Caseload	160	379	160	360	163	364
Expenditures	$82,395	$186,005	$78,838	$169,541	$74,985	$168,500
Cost per case	$512	$490	$512	$470	$463	$463

This new program allows client financial assessments, referrals and adjudications to be completed using computer technology.

Employment Enhancement Program

The Job Creation Program is under the umbrella of the Employment Enhancement Program and was established to assist recipients of social assistance to retain work skills or to learn new skills through employment projects and placements.

Role

The Employment Enhancement Program provides employment counselling to low income individuals and develops, coordinates and delivers employment enhancement initiatives. Specific efforts are directed toward helping recipients improve their employment potential and ultimately their opportunities for financial independence.

Job Creation Program

The Job Creation Program is under the umbrella of the Employment Enhancement Program and was established to assist recipients of social assistance to retain work skills or to learn new skills through employment projects and placements. The program offers a wage subsidy option to create work opportunities with private sector businesses, non-profit organizations and communities.

Partnerships

The Employment Enhancement Program works in partnership with other organizations. This program completed its 10th year of co-location in the Souris HRDC office and the sixth year in Montague. This has allowed staff to advocate for clients regarding job opportunities and skills development programs, advocate for clients with Investigation and Control, keep current on Employment Insurance issues and share information with Federal counterparts. As a result the Employment Enhancement Program (EEP) is able to give clients and co-workers up-to-date information and facilitate working together in the best interests of clients. It also helps to facilitate work with Human Resources Development Canada staff to design programming for clients on a partnership basis. One such example would be the Employment Pathways Program. The Employment Pathways Project was designed to meet the needs of approximately 100 unemployed

individuals from the Kings Health Region. Enhanced relationships and ability to provide support for local community organizations occurred in our third year of Employment Pathways. Support included regional expertise, partnership in funding initiatives and staff resources. Forty-eight people in Souris and 53 people in Montague participated in the Employment Pathways program from April 2003 to March 2004. A further proposal has been submitted to Human Resources Development Canada (HRDC) for a fourth year of funding for this project.

Employment Enhancement in Souris partnered with HRDC and Harmony Training to provide a project for youth between the ages of 15 and 30. This project gave youth an opportunity to learn employability skills, career development and job search skills as well as receive valuable work experience.

In Montague, the Employment Enhancement Program partnered with Project Discovery and HRDC to support a project designed for parents with young children. The Youth Parenting Employment Program not only focussed on employment preparation but also incorporated a parent education component provided by our parent support worker.

For the fifth year, Employment Enhancement in Souris partnered with the PEI Institute of Adult and Community Education Inc. (Holland College affiliate), to provide a year-round Autoskills Literacy Program. The autoskills instructor is located at the Holland College Centre and worked with 26 adults, 24 school-age students and eight teens during the past year.

The Youth Parenting Employment Program not only focussed on employment preparation but also incorporated a parent education component provided by our parent support worker.

Employment Enhancement sponsored a summer youth employment program whereby youth between the ages of 15-17 were given job exposure to a work setting during the summer months. This program was offered in both Montague and Souris.

Studies show that literacy is a key determinant of health and that low incomes, low literacy and health problems are all related.

Studies show that literacy is a key determinant of health and that low incomes, low literacy and health problems are all related. For example, low literacy skills can prevent people from getting decent jobs and incomes and poverty can create health problems that make it difficult to learn. Nearly half of adult Islanders have trouble with everyday reading tasks.

Employment Enhancement as part of the Literacy Networking Committee applied for and received funding to hire two students in the summer of 2003 to promote literacy. Partners for this program were Kings Health, PEI Literacy Alliance, Main Street Family Resource Centre, Institute for Adult and Community Education, New Perth Women's Institute and the Fortune Community Centre. Two talented and imaginative students were hired and participated in literacy promotion at festivals, regattas, reading clubs, libraries, family resource centres and other venues. Employment Enhancement relies very heavily on partnerships among various service providers and community partners to advocate on our client's behalf. Other partners during the last year included the Eastern School District; the Worker's Compensation Board; various Environmental programs; Disability Support Program; RCMP; Harmony Training; Harbourview Training Centre; Kingswood Centre, Addictions and Mental Health; Probation Services; Family Violence Prevention; Laubach Literacy and the Morell Learning Centre.

Kings Literacy Enhancement Program

The Kings Literacy Enhancement Program operates out of the Montague Holland College site. It provides literacy and numeracy skills training to adults and youth in the Kings Health Region. School age children attend during the summer months.

All students achieved varying degrees of success in their training. Several have attained at least one grade level during the time they attended. Some have attended for only a short time (two to three

months) to brush up on their math and then returned to their full-time classes at Holland College. Many students are working through the Laubauch Challenges reading series.

All clients state that they see improvement, that they have experienced increased self-esteem and that they really enjoy the one to one sessions.

Literacy Enhancement Statistics

	2003-2004
Referrals	48
Number who attended classes	44

Disability Support Program

Role

Using a person-centred approach, the Disability Support Program offers support and planning assistance to help clients develop a plan to suit their individual disability needs. The three types of support available are: 1) child disability supports; 2) adult disability supports; and 3) employment and vocational supports.

An independent evaluation of the Disability Support Program was completed in July 2003. This evaluation resulted in the establishment of a Provincial Advisory Committee on Disability Issues and some policy changes. One example of a policy amendment was changing the age used to determine parent contributions from 25 to 18.

In June 2003, the Disability Support staff from both Souris and Montague offices did a presentation to the Road Show for Creating Safer Communities for Women With Disabilities.

In June 2003, the Disability Support staff from both Souris and Montague offices did a presentation to the Road Show for Creating Safer Communities for Women With Disabilities. This

was a great opportunity for women of the area to become more familiar with the Disability Support Program.

The Daycare Subsidy Program is a provincial program designed to assist families with the cost of child care. Subsidy is available primarily to access space in licensed child care facilities.

As with other Child and Family Services programs, a lot of time and effort over the past year has been put into training for the new Integrated Services Management (ISM) computer system.

Staff participated in workshops where they increased their knowledge and skills on disability related topics.

Disability Support Statistics

Average Monthly	2002-2003		2003-2004	
	Souris	Montague	Souris	Montague
Caseload	52	93	55	136
Expenditures	$16,773	$36,732	$18,150	$49,910
Cost per case	$337	$395	$329	$367

Daycare Subsidy Program

Role

The Daycare Subsidy Program is a provincial program designed to assist families with the cost of child care. Subsidy is available primarily to access space in licensed child care facilities. Exceptions can be made in certain circumstances to assist with child care cost at private sitters. These exceptions can include: availability of spaces in licensed facilities, age of child, hours of operation, etc. Subsidy is determined by a Sliding Scale Income Test which considers family size and net monthly income. Families may receive full or partial subsidy.

Daycare Subsidy Statistics

Average Monthly	2001-2002		2002-2003		2003-2004	
	Souris	Montague	Souris	Montague	Souris	Montague
Caseload	45	—	52	92	54	82
Expenditures	$100,732	$309,026	$123,742	$315,394	$153,871	$274,277

Housing Services

The Seniors Housing Program is intended to provide quality apartment-style housing for low-to-moderate income clients, and offers self-contained units for seniors on a rent-to-income scale.

Regional housing staff are responsible for the administration, maintenance and rental of seniors' housing units, as well as providing consultative services to the Family Housing Program.

Senior Housing Services

Role

The Seniors Housing Program is intended to provide quality apartment-style housing for low-to-moderate income clients, and offers self-contained units for seniors on a rent-to-income scale.

Many seniors find it increasingly difficult to maintain their own homes as time passes due to the rigours of day-to-day upkeep and financial constraints of a fixed income. The Kings Health Region offers 253 seniors housing units, three of which are garden suites. Garden suites are one-bedroom units located on the property of a host family, usually a relative. Most of the seniors' units are one bedroom apartments which have a livingroom, kitchen, bathroom and storage areas. A limited number of two bedroom and bachelor units are available. Some units are specially designed for handicapped tenants. During the past fiscal year Kings Health Region processed 55 applications to the Seniors Housing Program and filled 34 vacancies.

Helping Hands for Seniors

In conjunction with the provincial Jobs for Youth strategy, Helping Hands for Seniors is a project to help senior citizen homeowners undertake work around the house with the aid of students. The students will help with jobs such as yard clean-ups, minor repairs and packing winter wood. The homeowners supply the tools, material and supervision. The students provide the labour free to the homeowner. This year, the Helping Hands for

Seniors Program received 28 applications, 26 applicants received assistance and two resulted in cancellations.

Seniors Emergency Home Repair Program

The Seniors Home Repair Program assists with emergency repairs to seniors' principal residences. This past fiscal year, 53 seniors were assisted with repairs such as leaking roofs, replacement of furnaces, hot water heaters, septic systems, foundations, and window and door replacements.

Family Housing

The Kings Health Region provides consultative services to three family housing boards in Georgetown, Montague and Souris. The Georgetown Board is responsible for 27 units, while the Montague and Souris boards have 62 and 36 units respectively. Seventy-eight initial interviews of applicants for family housing units were processed this year.

Community-Care Facilities

All community-care facilities are required to have their licences renewed on an annual basis. As part of the process, our division is responsible to carry out annual inspections of each facility. There are currently six community-care facilities in Kings Health Region.

Seventy-eight initial interviews of applicants for family housing units were processed this year.

Social Housing, Rural Housing and Rural Community Housing

The Kings Health Region maintains seven rental units that serve social housing, rural housing and rural community housing requirements. We are responsible for the administration, renting and maintenance of these units.

Appendix A

KINGS HEALTH REGION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED

MARCH 31, 2004

MACPHEE & MACAULAY

CHARTERED ACCOUNTANTS

CONTENTS

	PAGE
Auditors' Report	1
Balance Sheet	2
Statement of Revenue and Expenditures	3
Schedule of Hospital Revenues - Schedule 1	4
Schedule of Expenditures - Schedule 2	5
Schedule of Expenditures - Schedule 3	6
Schedule of Expenditures - Schedule 4	7
Schedule of Expenditures - Schedule 5	8
Schedule of Tangible Capital Assets - Schedule 6	9
Notes to Financial Statements	10, 11, 12, 13, 14

MACPHEE & MACAULAY

CHARTERED ACCOUNTANTS, P.O. BOX 70, MONTAGUE, P.E.I. C0A 1R0
TEL: (902) 838-4121 FAX: (902) 838-4802

AUDITORS' REPORT

TO THE BOARD OF DIRECTORS OF KINGS HEALTH REGION

We have audited the balance sheet of the Kings Health Region as at March 31, 2004 and the statement of revenue and expenditures for the year then ended. These financial statements are the responsibility of the Region's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Region as at March 31, 2004 and the results of its operations for the year then ended in accordance with Canadian Public Sector Accounting recommendations.

MacPhee & MacAulay
CHARTERED ACCOUNTANTS

June 11, 2004
Montague, P.E.I.

KINGS HEALTH REGION
BALANCE SHEET
AS AT MARCH 31, 2004

	2004 $	2003 $
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents (note 4)	3,689,712	2,185,591
Accounts receivable (note 5)	2,274,817	1,893,168
Prepaid expenses	367,568	99,339
	6,332,097	4,178,098
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities (note 6)	4,549,622	2,510,513
Accrued vacation pay	1,656,683	1,573,707
Deferred revenue (note 7)	125,792	93,878
	6,332,097	4,178,098

SIGNED ON BEHALF OF THE BOARD

DIRECTOR

DIRECTOR

KINGS HEALTH REGION
STATEMENT OF REVENUE AND EXPENDITURES
FOR THE YEAR ENDED MARCH 31, 2004

	2004 $	2003 $
REVENUE		
GRANTS -		
Department of Health and Social Services		
Operating	31,177,810	29,604,094
Eastern Kings Family Health Centre	745,002	911,571
Medical Equipment Fund	178,500	-
Special Projects	-	20,200
DONATIONS		
Eastern Kings Health Foundation Inc.	122,028	165,392
Kings County Memorial Hospital Foundation Inc.	104,060	189,977
Riverview Manor Capital Fund	-	6,800
HOSPITAL REVENUES		
Kings County Memorial Hospital (schedule 1)	282,971	263,829
Souris Hospital (schedule 1)	278,755	244,473
OTHER		
Employment Pathways (note 10)	198,160	180,805
Interest	36,915	9,570
Miscellaneous	1,448	2,589
TOTAL REVENUE	33,125,649	31,599,300
EXPENDITURES		
Child and Family Services - Montague (schedule 2)	5,014,964	5,019,851
Child and Family Services - Souris (schedule 2)	2,492,445	2,401,876
Colville Manor (schedule 2)	3,239,737	2,990,915
Community Health Center - Montague (schedule 2)	760,231	784,048
Eastern Kings Family Health Centre (schedule 2)	745,002	911,571
Employment Pathways (note 10)	198,160	180,805
Grants - non-governmental organizations	1,606,814	1,422,310
Home Care and Support (schedule 3)	2,114,198	1,772,353
Job Creation Program - Montague (schedule 3)	271,729	306,004
Job Creation Program - Souris (schedule 3)	197,597	228,859
Kings County Memorial Hospital (schedule 3)	5,329,365	5,040,343
Mental Health and Addiction Services (schedule 3)	1,276,869	1,180,774
Physician Services - Montague (schedule 4)	65,847	55,455
Public Health and Diabetes - Souris (schedule 4)	355,505	285,690
Regional Services (schedule 4)	1,608,865	1,664,360
Riverview Manor (schedule 4)	2,980,546	2,717,433
Seniors Housing (schedule 4)	918,230	957,462
Special Projects	-	20,200
Souris Hospital (schedule 5)	3,949,545	3,658,991
TOTAL EXPENDITURES	33,125,649	31,599,300
EXCESS REVENUE FOR THE YEAR	-	-

Schedule 1

	2004 $	2003 $
KINGS COUNTY MEMORIAL HOSPITAL		
General Services - out patients		
Federal	2,420	1,650
Non-residents	67,770	62,445
Uninsured services	8,340	9,453
Workers' Compensation Board	44,223	53,580
General Services - in patients		
Federal	22,675	82
Non-residents	44,890	33,660
Uninsured services and differential charges	35,549	60,628
Workers' Compensation Board	21,160	3,700
Other revenue		
Dietary recoveries	27,417	25,095
Miscellaneous recoveries	8,527	13,536
	282,971	263,829
SOURIS HOSPITAL		
General Services - out patients		
Federal	770	945
Non-residents	27,075	24,322
Uninsured services	10,401	5,181
Workers' Compensation Board	15,904	16,055
General Services - in patients		
Non-residents	17,420	14,810
Uninsured services and differential charges	40,725	47,615
Workers' Compensation Board	58,290	9,185
Other revenue		
Dietary recoveries	62,062	56,369
Miscellaneous recoveries	16,809	32,733
Rent	29,299	37,258
	278,755	244,473

Schedule 2

	2004 $	2003 $
CHILD AND FAMILY SERVICES - MONTAGUE		
Administration	6,507	5,163
Equipment	4,960	3,157
Financial assistance - social services	3,448,549	3,449,921
Materials, supplies and services	249	266
Professional and contract services	7,026	8,669
Salaries and benefits	1,484,744	1,495,871
Travel and training	62,929	56,804
	5,014,964	5,019,851
CHILD AND FAMILY SERVICES - SOURIS		
Administration	27,520	16,627
Equipment	7,413	3,307
Financial assistance - social services	1,398,966	1,343,583
Materials, supplies and services	-	176
Salaries and benefits	1,026,498	1,010,044
Travel and training	32,048	28,139
	2,492,445	2,401,876
COLVILLE MANOR		
Administration	31,817	36,875
Equipment	74,649	55,692
Materials, supplies and services	313,510	288,540
Professional and contract services	18,083	20,127
Salaries and benefits	2,799,349	2,584,643
Travel and training	2,329	5,038
	3,239,737	2,990,915
COMMUNITY HEALTH CENTER - MONTAGUE		
Administration	17,192	18,774
Equipment	2,914	2,859
Materials, supplies and services	940	2,619
Professional and contract services	8,000	-
Salaries and benefits	714,444	742,738
Travel and training	16,741	17,058
	760,231	784,048
EASTERN KINGS FAMILY HEALTH CENTRE		
Administration	14,811	15,952
Equipment	6,888	4,853
Materials, supplies and services	18,580	15,293
Salaries and benefits	697,191	865,950
Travel and training	7,532	9,523
	745,002	911,571

Schedule 3

	2004 $	2003 $
HOME CARE AND SUPPORT		
Administration	11,621	11,358
Equipment	1,183	2,525
Materials, supplies and services	9,263	7,375
Professional and contract services	27,423	22,119
Salaries and benefits	1,912,734	1,583,398
Travel and training	151,974	145,578
	2,114,198	1,772,353
JOB CREATION PROGRAM - MONTAGUE		
Administration	12,300	12,300
Grants - wage assistance	157,666	195,591
Salaries and benefits	101,763	98,113
	271,729	306,004
JOB CREATION PROGRAM - SOURIS		
Administration	6,499	10,374
Grants - wage assistance	114,550	142,117
Salaries and benefits	74,622	74,027
Travel and training	1,926	2,341
	197,597	228,859
KINGS COUNTY MEMORIAL HOSPITAL		
Administration	38,710	54,971
Equipment	154,542	185,567
Materials, supplies and services	775,771	776,191
Professional and contract services	91,027	72,840
Salaries and benefits	4,250,375	3,934,108
Travel and training	18,940	16,666
	5,329,365	5,040,343
MENTAL HEALTH AND ADDICTION SERVICES		
Administration	29,312	31,599
Equipment	10,821	2,256
Materials, supplies and services	37,802	37,925
Professional and contract services	2,785	1,952
Salaries and benefits	1,169,654	1,087,659
Travel and training	26,495	19,383
	1,276,869	1,180,774

Schedule 4

	2004 $	2003 $
PHYSICIAN SERVICES - MONTAGUE		
Administration	27,986	48,085
Equipment	6,825	80
Materials, supplies and services	14,927	7,290
Professional and contract services	10,619	-
Travel and training	5,490	-
	65,847	55,455
PUBLIC HEALTH AND DIABETES - SOURIS		
Administration	4,053	6,000
Equipment	2,547	3,930
Materials, supplies and services	4,484	3,000
Professional and contract services	-	20
Salaries and benefits	330,240	264,811
Travel and training	14,181	7,929
	355,505	285,690
REGIONAL SERVICES		
Administration	190,891	189,942
Equipment	20,811	39,824
Materials, supplies and services	12,778	14,746
Professional and contract services	92,306	55,612
Salaries and benefits	1,244,966	1,299,299
Travel and training	47,113	64,937
	1,608,865	1,664,360
RIVERVIEW MANOR		
Administration	34,367	32,061
Equipment	72,721	14,046
Materials, supplies and services	323,837	310,912
Professional and contract services	16,545	10,834
Salaries and benefits	2,528,956	2,344,131
Travel and training	4,120	5,449
	2,980,546	2,717,433
SENIORS HOUSING		
Administration	149,585	128,738
Equipment	1,607	3,062
Materials, supplies and services	580,605	602,808
Professional and contract services	100,654	109,475
Salaries and benefits	73,341	100,946
Travel and training	12,438	12,433
	918,230	957,462

Schedule 5

	2004 $	2003 $
SOURIS HOSPITAL		
Administration	41,728	69,378
Equipment	117,283	136,038
Materials, supplies and services	703,872	681,628
Professional and contract services	31,251	4,206
Salaries and benefits	3,041,151	2,756,974
Travel and training	14,260	10,767
	3,949,545	3,658,991

KINGS HEALTH REGION
SCHEDULE OF TANGIBLE CAPITAL ASSETS
FOR THE YEAR ENDED MARCH 31, 2004

Schedule 6

	Land $	Paving $	Buildings $	Equipment $	2004 Total $	2003 Total $
KINGS COUNTY MEMORIAL HOSPITAL						
Cost of Tangible Capital Assets						
Balance March 31, 2003	1,469	81,608	1,348,427	1,281,449	2,712,953	2,535,199
Additions	-	-	-	151,221	151,221	177,756
Balance March 31, 2004	1,469	81,608	1,348,427	1,432,670	2,864,174	2,712,955
Accumulated depreciation						
Balance March 31, 2003	-	16,322	695,342	691,896	1,403,560	1,282,977
Additions	-	8,161	33,710	88,163	130,034	120,583
Balance March 31, 2004	-	24,483	729,052	780,059	1,533,594	1,403,560
Net Carrying Amount of Tangible Capital Assets	1,469	57,125	619,375	652,611	1,330,580	1,309,395
SOURIS HOSPITAL						
Cost of Tangible Capital Assets						
Balance March 31, 2003	56,250	-	7,851,568	1,342,775	9,250,593	9,127,697
Additions	-	-	26,681	103,062	129,743	122,896
Balance March 31, 2004	56,250	-	7,878,249	1,445,837	9,380,336	9,250,593
Accumulated depreciation						
Balance March 31, 2003	-	-	2,616,891	844,659	3,461,550	3,181,338
Additions	-	-	196,956	90,365	287,321	280,212
Balance March 31, 2004	-	-	2,813,847	935,024	3,748,871	3,461,550
Net Carrying Amount of Tangible Capital Assets	56,250	-	5,064,402	510,813	5,631,465	5,789,043
Total Carrying Amount of Tangible Capital Assets	57,719	57,125	5,683,777	1,163,424	6,962,045	7,098,438

1. NATURE OF OPERATIONS

The Kings Health Region is a non-profit organization incorporated under the Health and Community Services Act, Part III. The corporation is exempt from income taxes under Section 149 of the Income Tax Act. Kings Health Region is responsible for the management of the following core program health services:

Child and Family Services
Colville Manor
Community Health Center
Eastern Kings Family Health Centre
Home Care and Support
Job Creation Program
Kings County Memorial Hospital
Mental Health and Addition Services
Physician Services
Public Health and Diabetes
Regional Services
Riverview Manor
Senior's Housing
Souris Hospital

2. AMALGAMATION

Subject to a Ministerial Order by the Minister of Health and Social Services effective November 9, 2002, the regional authorities known as Eastern Kings Health Region and Southern Kings Health Region were amalgamated to operate as the Kings Health Region. Assets and liabilities of the former authorities were transferred to the Kings Health Region on April 1, 2003 as follows:

	Assets	Liabilities
	$	$
Eastern Kings Health Region	1,943,693	1,943,693
Southern Kings Health Region	2,755,776	2,755,776
	4,699,469	4,699,469

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. BASIS OF ACCOUNTING

The financial statements of Kings Health Region are prepared in accordance with Canadian generally accepted accounting principles for the public sector, as recommended by the Public Sector Accounting Board of The Canadian Institute of Chartered Accountants.

B. REVENUE RECOGNITION

The Kings Health Region follows the deferral method of accounting for grants for special projects. Grants restricted for special projects are recognized as revenue in the year in which the related expenses are incurred. Unrestricted amounts are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

C. TANGIBLE CAPITAL ASSETS

Acquired physical assets are expensed as a component of program costs in the year of acquisition. The Region has assumed ownership of the tangible capital assets of the Kings County Memorial Hospital and Souris Hospital only. The Region has assumed operational maintenance responsibility for the other tangible capital assets of the Region. The Schedule of Tangible Capital Assets (page 9) provides details of tangible capital asset additions that are owned by the Region and were expensed in the year, the accumulated cost of tangible capital assets owned by the Region, and the unconsumed cost of these assets. Rates and basis to calculate the unconsumed cost of assets are as follows:

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Paving	10.00%, straight-line
Buildings	2.50%, straight-line
Equipment	6.25%-33.33%, straight-line

Inventory in the amount of $262,639 (2003 - $320,160) has not been reflected on the balance sheet. Inventory is valued at the lower of cost and net realizable value.

D. FINANCIAL ASSISTANCE OVERPAYMENTS

Financial assistance overpayments are recorded as receivable when identified, with a full provision as a doubtful account. Recoveries of financial assistance overpayments are recorded as a reduction to financial assistance expenditures when received.

E. VACATION PAY AND RETIRING ALLOWANCES

Vacation pay is recorded as a liability when earned.

Retirement allowance liability is calculated when the employee meets the eligibility criteria. Retirement allowances are funded by the Department of Health and Social Services and are not recorded as an expense or liability of the Region. At March 31, 2004, $881,563 (2003 - $691,300) of liability relating to employees meeting the eligibility criteria was calculated but not recognized in these financial statements.

F. CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, balances with banks, and short term deposits with original maturities of one year or less.

G. SICK LEAVE OBLIGATION

Union agreements provide for the accumulation of sick leave benefits by employees. However, there is no obligation for the Region to settle these amounts with cash payments. Consequently, only the liability related to known sick leaves incurred subsequent to year end has been accrued in these financial statements. The estimated liability for sick leave obligations at March 31, 2004 is $5,984,594.

H. PENSION COSTS

Employees of the Region belong to different pension plans according to their historical workplace. Hospital employees are members of the Uniform Pension Plan for Employees of Prince Edward Island Health and Community Services System. All other employees are members of the uniform pension plan of the civil service of the Province of Prince Edward Island.

The Uniform Pension Plan for Employees of Prince Edward Island Health and Community Services System is a defined benefit pension plan for basic contributions and a contribution pension plan for supplementary pension contributions. According to the most recent actuarial report dated January 1, 2003, employer contributions are not sufficient to meet the requirements of the plan and an unfunded liability of $25,472,200 existed at that date. For employees belonging to this plan, the employer's share of the benefits plus any additional future actuarial liabilities are assumed by the Province of Prince Edward Island and are not reflected in these financial statements.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

The civil service pension plan is a defined benefit pension plan of the Province of Prince Edward Island. For employees belonging to this plan, the employer's share of the benefits plus any additional future actuarial liabilities are assumed by the Province of Prince Edward Island and are not reflected in these financial statements. According to the most recent actuarial report dated April 1, 2002 employer contributions are not sufficient to meet the requirements of the plan and an unfunded liability of $96,137,000 existed at that date. For employees belonging to this plan, the employer's share of the benefits plus any additional future actuarial liabilities are assumed by the Province of Prince Edward Island and are not reflected in these financial statements.

I. GENERAL

These financial statements do not include the assets, liabilities and activities of the Kings County Memorial Hospital Foundation Inc., the King's County Memorial Hospital Auxiliary, or the Eastern Kings Health Foundation Inc. Separate audited financial statements are issued for each of these entities.

4. CASH AND CASH EQUIVALENTS

	2004	2003
	$	$
RESTRICTED		
Colville Manor - Resident Council Fund	4,005	3,878
Colville Manor - Resident Trust Fund	11,389	10,058
Deferred revenue (note 7)	125,792	93,878
Deferred salary plan	76,510	88,611
Riverview Manor - Resident Trust Fund	16,386	11,860
	234,082	208,285
UNRESTRICTED	3,455,630	1,977,306
	3,689,712	2,185,591

5. RECEIVABLES

	2004	2003
	$	$
Eastern Kings Health Foundation Inc.	134,703	14,957
Employees	475,791	447,116
Kings County Memorial Hospital Foundation Inc.	96,155	183,012
Trade	1,568,168	1,248,083
	2,274,817	1,893,168

6. PAYABLES AND ACCRUED LIABILITIES

	2004	2003
	$	$
Colville Manor - Resident Council Fund	4,005	3,878
Colville Manor - Resident Trust Fund	11,389	10,058
Deferred salary plan	76,510	88,611
Department of Health and Social Services	1,577,902	35,572
Employees	1,344,964	878,087
Riverview Manor - Resident Trust Fund	16,386	11,860
Trade	1,518,466	1,482,447
	4,549,622	2,510,513

7. DEFERRED REVENUE

	Balance Beginning of Year	Grants	Expenses	Balance End of Year
	$	$	$	$
Capital Projects	38,210	-	-	38,210
Community Mental Health	3,840	19,800	-	23,640
Diabetes Primary Prevention	29,471	-	-	29,471
Healthy Community in Action	4,956	-	-	4,956
Medical Equipment	1,880	-	-	1,880
Riverview Manor Day Program and Activities	15,521	5,114	-	20,635
Speech Language Pathology	-	7,000	-	7,000
	93,878	31,914	-	125,792

8. EASTERN KINGS HEALTH FOUNDATION INC.

The Kings Health Region has an economic beneficial interest in Eastern Kings Health Foundation Inc. The primary purpose of the Foundation is to raise funds for the benefit of the community of Eastern Kings. As the Region does not exercise control or significant influence over the Foundation, its activities have not been consolidated within these financial statements except to the extent of actual contributions during the year.

9. KINGS COUNTY MEMORIAL HOSPITAL FOUNDATION INC.

The Kings Health Region has an economic beneficial interest in Kings County Memorial Hospital Foundation Inc. The primary purpose of the Foundation is to raise funds for the benefit of Kings County Memorial Hospital. As the Region does not exercise control or significant influence over the Foundation, its activities have not been consolidated within these financial statements except to the extent of actual contributions during the year.

10. EMPLOYMENT PATHWAYS

Employment Pathways is a program designed to promote employability and employment maintenance for clients of the Kings Health Region. Kings Health Region is the primary sponsor of the project with funding being provided by Human Resources Development Canada from the Labour Market Development Agreement - Employment Assistance Services Fund. The contract for funding under this agreement expires August 27, 2004. Revenues and expenditures are as follows:

	2004 $	2003 $
Revenues		
Human Resources Development Canada	197,488	179,891
Miscellaneous	672	914
	198,160	180,805
Expenditures		
Administration	19,565	19,868
Equipment	366	3,417
Materials, supplies and services	9,073	5,516
Professional and contract services	-	11,222
Salaries and benefits	164,081	136,430
Travel and training	5,075	4,352
	198,160	180,805

11. OTHER MATTERS

The Region acts as an agent for the Province of Prince Edward Island for the collection of resident fees at Colville Manor and Riverview Manor. During the year $1,779,929 (2003 - $1,928,465) was collected from residents. The fees collected reduce funding receivable from the Department of Health and Social Services. These collections are not reflected as revenue in these financial statements.

12. COMPARATIVE FIGURES

Certain of the 2003 comparative figures have been reclassified to conform with the financial statement presentation adopted for 2004. Comparative figures have been restated to reflect the consolidation of 2003 results for the Eastern Kings Health Region and Southern Kings Health Region.

"Partners in Our Community"

Annual Report
2003-2004

Kings Health Region
35 Douses Road, PO Box 3000
Montague, PE C0A 1R0
Tel: 902 838 0945
Fax: 902 838 0940